



SANDY CITY CORPORATION
REQUEST FOR PROPOSAL (RFP)
for a
GENERAL MANAGEMENT AND OPERATIONS STUDY
of the
SANDY CITY FIRE DEPARTMENT



Prepared by the Sandy City Council Office

<Date>

**SANDY CITY CORPORATION
REQUEST FOR PROPOSAL**

For a

**GENERAL MANAGEMENT AND OPERATIONS STUDY
of the
SANDY CITY FIRE DEPARTMENT**

Sandy City Corporation is requesting sealed proposals from qualified offerors to conduct a general management and operations study of the Fire Department.

Proposal packets are available and may be obtained by downloading from the Sandy City website at <WEBSITE>

Proposers are responsible for securing any and all addenda issued.

An **optional** proposal meeting will occur on <DATE& TIME>. In lieu of in-person meetings, an on-line meeting will be held. The purpose of the meeting is to provide potential offerors an opportunity to meet with representatives of the City.

Responses to this RFP shall be submitted to the office of the City Purchasing Agent, 10000 Centennial Parkway, Sandy, Utah 84070, Suite <Suite #> **no later than 3 PM, <Date>. LATE PROPOSALS WILL NOT BE ACCEPTED.**

The City reserves the right to accept or reject any proposal as it best serves its convenience, and/or is found to be in the best interest of the City.

Sandy City encourages and welcomes bids from small, local, women and minority owned businesses, and other disadvantaged business enterprises.

Published: <Dates – At least 4 weeks>

**SANDY CITY COUNCIL
REQUEST FOR PROPOSAL
for a
General Management and Operations Study
of the
Sandy City Fire Department**

I. INTRODUCTION

The Sandy City Council is soliciting proposals from qualified consulting firms to conduct a general management and operations study of the Sandy City Fire Department. This Request for Proposal provides background information about Sandy City, the Fire Department, the scope of work, proposal requirements, selection criteria, and other related information.

II. SANDY CITY – BACKGROUND

Sandy City is Utah's sixth largest city. The nearby Wasatch Mountains provide water, recreational opportunities, and a scenic backdrop. The I-15 corridor and TRAX light rail line on the west side of the City provide both access to downtown Salt Lake City (approximately 15 miles to the north) and the opportunity to be a commercial center for the south end of the valley.

Sandy is home to several cultural, recreational, and entertainment venues, namely, the Sandy Amphitheater, the Sandy Museum, Hale Centre Theater, and America First Field, home of Real Salt Lake soccer. Also, world-class ski resorts, such as Alta and Snowbird, are located just minutes away from Sandy's borders.

Sandy experienced tremendous growth both in land area and population during the past fifty years. Annexation of previously unincorporated land has resulted in growth from 6.6 square miles in 1970 to over 24 square miles today. Annexations combined with new construction resulted in population growth from 6,438 to an estimated 93,022 in that same period. Many of the new homes built during the 70's and the 80's were bought by young families, which resulted in one of the lowest median ages in the nation. In recent years, the population has aged as many of the children in these young families have grown and left home. The median age of Sandy City changed from 20.3 years in 1980 to 35.9 years in 2020. This demographic shift has impacted the City budget in such areas as a reduced rate of growth in both sales tax revenue and state road funds which are based partially on population.

Commercial growth, however, continues along the I-15 corridor which in turn continues to fuel a strong economy and tax base and provides job opportunities for residents.

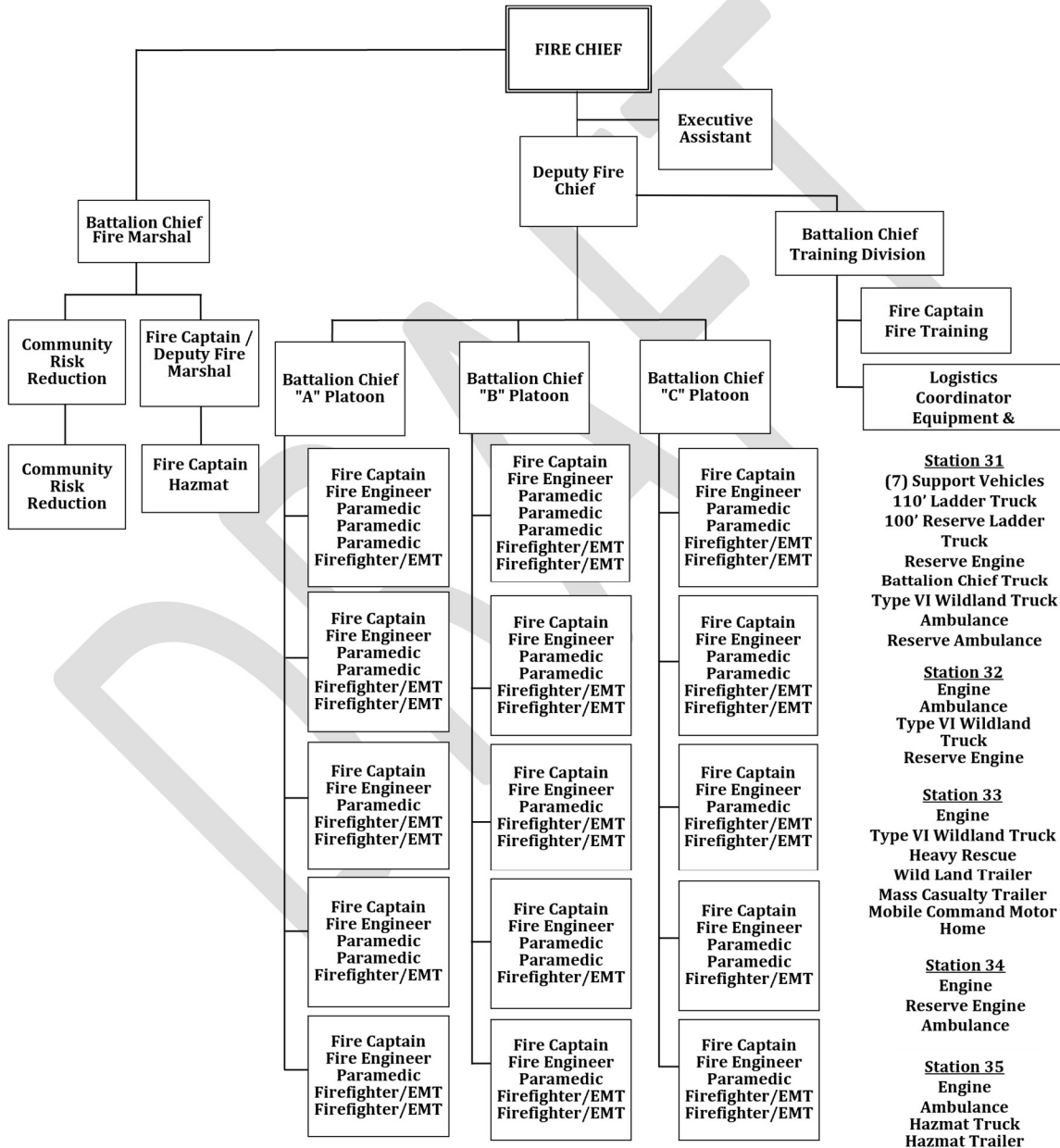
Sandy City operates under a Council-Mayor form of government. The seven (7) member Council sets city policy and authorizes all budgetary actions. Council members are elected on a non-partisan basis with four members elected by voters in their respective municipal districts and three elected at-large. The Mayor is responsible for all administrative operations of the City and, with the assistance of the Chief Administrative Officer (CAO), manages nine (9) departments: Fire, Police, Administrative Services, Legal, Parks and Recreation, Public Works, Public Utilities, Community Development, and Economic Development.

Sandy City Fire Department

The Sandy Fire Department provides Fire and Emergency Medical Services for residents, businesses, and visitors to Sandy City.

A. Organizational Structure. Fire is the second largest general fund department in the City with ninety-seven (97.00) FTE's.

The Department is organized as follows:



B. Department Description. Sandy Fire Department serves a population of over 105,000 citizens living in 24.13 square miles along the Wasatch Front. Our 97 career members presently staff five fire stations and administrative offices with an array of response apparatus, an assortment of specialized equipment, and staff administrative positions. Sandy Fire is an all hazards fire department, operating a fire based EMS system with paramedic ambulance response and interfacility transfers. The department responds to over 9,152 emergencies annually, of which over 76% are medical emergencies.

C. Department Mission. The Fire Department's mission is threefold:

- To prevent emergencies through public education and positive code enforcement
- To mitigate emergencies and disasters through proper planning and preparedness
- To respond promptly and efficiently to all emergencies involving fire, medical, or environmental concerns

D. Budget. In Fiscal Year 2023-24, the Department has a General Fund budget of just over \$15 Million dollars <more detail?>

III. SCOPE OF SERVICES

A. General Description

The study shall analyze the efficiency and effectiveness of the policies, procedures, management, and operations of the Sandy Fire Department, to respond to the issues outlined below. The analysis shall include comparisons with similar-situated cities in the United States, especially those located in Utah and the Intermountain West. Criteria such as city size, department size, demographics, large central city, age of city neighborhoods, form of government, etc., should be used in the comparisons wherever possible.

The study should focus on the management structure, staffing levels, efficiency and effectiveness of day-to-day operations, efficiency and effectiveness of emergency response, and the sufficiency of supporting equipment, facilities, data management tools used by Fire to complete its mission.

B. Management and Performance Review

1. Strategic Plan Review

- a.** Review departmental missions and objectives for adequacy, appropriateness, and effectiveness.
- b.** Outline recommended strategies for achieving departmental missions and objectives and provide time-specific, results-oriented objectives stated with enough specificity for implementation.
- c.** Identify any missing critical issues facing the Fire Department over the next five to ten years.
- d.** Analyze the impact of anticipated growth on staffing and service levels.
- e.** Provide recommendations for amendments to the existing departmental strategic plan.

2. General Management Review

- a.** Provide a review and analysis of organizational structure, staffing levels, and staffing requirements by function and make recommendations for improvements.
- b.** Review the number, type and purpose of the department's various organizational components and interrelationships that exist between them. Determine if similar or compatible functions are assembled in logical groupings and the extent to which authority and responsibility is properly allocated between them. Assess the manner that the efforts of all components are planned, directed, coordinated, and supervised.
- c.** Determine whether the allocation of resources in the department are efficient and adequate to meet the needs of the city.
- d.** Analyze the organizational structure of the Fire Department as it relates to accepted standards of organizational theory and practice. Determine if the organizational structure complies with professionally accepted concepts such as span of control, logical grouping of activities and functions, and other organizational components. Consider enhancements that may be justified in the future in the event of additional staffing and/or modification to the organizational structure.
- e.** Review trends in providing the city's fire and emergency medical services. Compare best practices in communities of similar size and demographics with Sandy Fires' approach.

- f. Identify tasks that can be completed in a more efficient and/or economical method such as reassigning staff, consolidating functions, making technology upgrades, or providing additional resources.
- g. Classify fire and emergency medical services and operations into a systematic organization that allows costs and effectiveness to be understood and differentiated. These services and operations shall include those expected of a Fire-EMS and Ambulance transport-based system, of a modern municipal fire department matching the size and workload of the Sandy Fire Department and does not necessarily conform to those currently being provided by the Department. Possible services and issues should include the identification of services that may be added, eliminated, or combined, to provide appropriate levels of service for Sandy City.
- h. Review administrative functions for effectiveness and efficiency; coordination and scheduling of training; the current state of fleet, equipment and facility needs; and planning for future capital needs; utilization and implementation of available funds.
- i. Review Sandy Fires' communications policies, priorities, and practices, and determine if these serve the needs of the community.

3. Facilities, Equipment and Technology

- a. Provide a detailed review and analysis of both facilities and vehicle equipment needs (including fleet and facility plan suggestions and prioritizations). ****An in-depth review and analysis of fleet policies and procedures is not required.***
- b. Provide a review and analysis of personnel equipment needs.
- c. Evaluate the effects of emerging trends in technology on the range of services and delivery provided by the Fire Department.

4. Other Related Items

- a. Provide projections, inferences, or recommendations for managing any increased workload impact to other City departments resulting from changed Fire operations.
- b. Recommend any other organizational improvements that can be made to enhance overall service.

IV. DELIVERABLES

- A.** Consultant will document all study findings, conclusions, and recommendations in a formal study report. The consultant will identify opportunities for improvement in all areas identified in the Scope of Services and develop specific recommendations for implementation of those improvements.
- B.** Recommendations should be given a time frame for completion (e.g., immediate implementation, next fiscal year, within three years, etc.) to provide direction for the Department in incorporating the changes. Budgetary constraints on implementation should be taken into consideration.
- C.** Consultant will provide information describing the purpose of the study, methodology, time frame, and introduce the consultant staff to Fire employees, elected officials, Project Manager (Council Office Staff) and other necessary City employees in an orientation meeting. Meeting(s) may be conducted in person or through a web-based access format.
- D.** Consultant may, if deemed appropriate, conduct anonymous surveys of Fire employees regarding their perception of the Department's mission, goals and objectives, workload, information, supervision, training, policies and procedures, promotion, resources, equipment, status of fire stations etc. The results of the anonymous surveys will be included and outlined in the final report.
- E.** Consultant will provide monthly status reports to the Project Manager including a summary of all costs incurred and work performed by project team members during the period.
- F.** Consultant will make oral presentations of the results of the study to the City Council at a regularly scheduled Council Work Session. This presentation will assist the Council in understanding the implications of the report and the consultant's recommendations. This presentation will be made in the City Council Chambers at Sandy City Hall.
- G.** Consultant will make an oral presentation of the results of the study to Fire employees so that they may hear the recommendations directly from the consultant.

- H. Consultant will provide twelve (12) hard copies of the final report and any attachments to the Project Manager. Consultant will also provide a copy of the final report in an electronic (PDF) format.

V. PROPOSED SCHEDULE

Sandy City will follow the timetable below. Sandy City reserves the right to modify the dates due to unforeseen circumstances. Revision of dates, specifically the RFP response deadline, will result in a RFP amendment. Amendments will be published on the City's Purchasing webpage at – <INSERT WEBSITE>

For any questions, please contact the Purchasing Office at <INSERT PHONE> or <INSERT EMAIL>.

EVENT	TARGET DATE
Pre-Proposal Meeting via Zoom or In-Person??	Date
Last day for Q&A	Date; No later than 3PM MT
RFP Response Deadline	Date; No later than 3PM MT
Committee Review and Selection process	Week of Date (November)
Contract Start Date	To Be Determined

Services required must be commenced by (January 15, 2024), and be completed no later than (June 30, 2024), unless another date is negotiated by the successful consultant prior to award of the contract.

VI. PROPOSAL – RFP RESPONSE

To assist the selection committee, proposals from consultants should be submitted in the sequence shown below.

- A. A statement indicating whether your organization is national, regional, or local.
- B. A description of your organization's professional qualifications. State your experience in evaluating a fire and EMS based model and response.
- C. A statement indicating the number of employees, by level, that will contribute to completion of the study.
- D. A separate listing of current and prior clients, indicating the following:
 1. Type(s) of services performed.

2. Names, addresses and telephone numbers of persons who may be contacted by the selection committee as references. Governmental clients are preferred.
 3. Provide a brief resume for each study team member, and indicate the experience for each team member who would be assigned to the Sandy City study, including:
 - a. Name of individual
 - b. Education/Professional credentials
 - c. Experience in Fire or Public Safety management studies
 - d. Experience in government or fire department administration
 - e. Hourly rates to be charged for each team member
 - f. Amount of time each member dedicated to each study
 - g. Position or responsibility on each study
 - h. Percentage of time senior or executive personnel will be on-site
- E. A tentative schedule for completing the study within time frames specified herein.
- F. A quoted price for each area and a "not to exceed" total cost for the study.
- G. Any additional information, which in the opinion of the consultant, would be relevant to the City's evaluation process.
- H. A written work plan outlining in detail how the consultant proposes to perform the services required.
- I. A list of specific exceptions to any items, conditions and/or requirements contained in the RFP.
- J. The signature of an authorized representative must appear on a transmittal letter of the consultant's proposal. The transmittal letter should include a statement indicating the consultant's willingness to comply with all the terms and conditions set forth in this Request for Proposal unless specific written exceptions are noted.
- K. A list of any proposed exceptions to the terms and conditions of the attached agreement.
- L. Information pertaining to any area of Fire administration and operations which are customarily reviewed during such a study which have not been mentioned in the "Scope of Services" section of the RFP.

VII. EVALUATION CRITERIA

- A.** Following the receipt of proposals, the city council appointed joint review team will select finalists for further evaluation and in-person or virtual interview. The finalists will be selected based upon consideration of the following criteria:
1. Availability of national, local, and regional resources.
 2. Number and depth of office staff to be used in carrying out the study.
 3. Level of expertise and experience of personnel in performing this type of study.
 4. Quality of the work plan used by the study team.
 5. Experience, education, and training of personnel as it relates to fire department management and operations studies, particularly local government experience.
 6. Proposed schedule for completion of the required study functions within the specified deadlines.
 7. Hourly rates and a not-to-exceed price for completion of the work outlined in the Scope of Services in similar format as follows:
- B.** A joint review team consisting of the seven (7) members of the City Council, Council Executive Director, Council Asst. Director, Chief Administrative Officer, Fire Chief, and Deputy Fire Chief will evaluate all proposals received. Following evaluation by the review team, a subset of finalists will be selected for further consideration.

The review team will conduct oral interviews with each finalist. The individual designated as the consultants' project manager should attend the interview. Other team members of the consultant may attend at the discretion of the proposing consultant. Interviews will be conducted via Zoom unless otherwise agreed by all parties.

Proposing consultants should be prepared to discuss all aspects of their proposal. In addition to the criteria for the proposals, finalists will be evaluated based on the following criteria:

1. Professional qualifications and ability to present required information.
2. Previous experience.
3. Comments from references.
4. Ability to communicate effectively with the City Council, Department employees, and the public.
5. Willingness and ability to perform in an informal advisory capacity to the City Council.
6. Willingness and ability of the consultant to cooperate and work with the City Council staff in performance of the required study functions.

- C. The selected consultant will be required to meet with the City Council (via Zoom or in person) at one of their regularly scheduled work sessions to present their proposal prior to completing a contract. The City Council must approve the contract prior to commencement. Any costs associated with travel to this interview are the responsibility of the consultant.

VIII. NOTICE OF SELECTION

The City Council hopes to select the consultant to perform the Fire Department management study by **November 30, 2023**. The selected consultant will be notified as soon as possible. If a written agreement cannot be negotiated with the selected consultant within a reasonable period after selection, the City reserves the right to terminate negotiations and select a consultant from among the other finalists.

IX. SUBMISSION OF PROPOSALS

No later than <11 AM> on <October 27, 2023>, proposers shall submit twelve (12) copies of the proposal in a sealed envelope. On the envelope, indicate your company's name and the RFP name "FY 2024 Sandy Fire Department Management Study".

If the proposal is submitted by mail or other delivery service, it must be addressed to the **<Purchasing Office, 10000 Centennial Parkway, Sandy, UT 84070>**. Proposal must be received prior to the submission deadline.

LATE PROPOSALS WILL NOT BE ACCEPTED.

No facsimile or email transmittals will be accepted.

It is the sole responsibility of those responding to this RFP to ensure that their submittal is made to the correct location and in compliance with the stated date and time.

City offices are closed on holidays.

X. PROPOSAL COORDINATOR – CITY CONTACT

For any questions related to this RFP, please contact the Sandy City Purchasing Office via email **<EMAIL>** or by phone at **<PHONE>**.

The question-and-answer period ends at 3 PM on <Date>.

XI. SANDY PROJECT MANAGER – CITY COUNCIL STAFF CONTACT

Dustin Fratto, City Council Executive Director, will serve as the project manager and the contact for this project. Mr. Fratto can be reached at the Office of the Sandy City Council, 10000 Centennial Parkway, Suite 231, Sandy, Utah 84070; (801) 568-7140 or via e-mail at dfratto@sandy.utah.gov

XII. GENERAL TERMS AND CONDITIONS

- A.** Sandy City reserves the right to request clarification of information submitted, and to request additional information from any proposer.
- B.** Sandy City will make every effort to ensure all offerors are treated fairly and equally throughout the entire advertisement, review, and selection process. The procedures established herein are designed to give all parties reasonable access to the same basic information.
- C.** Cost of Developing Proposals – All costs related to the preparation of proposals and any related activities are the sole responsibility of the offeror. Sandy City assumes no liability for any costs incurred by offerors throughout the entire selection process.
- D.** Proposal Ownership – Once submitted, all proposals, including attachments, supplementary materials, addenda, etc. become the property of Sandy City and will not be returned to the offeror.
- E.** Conflict of Interest – No member, officer, or employee of Sandy City, during his or her tenure shall have any interest, direct or indirect, in this contract or the proceeds thereof, except as permitted by Sandy City policy.
- F.** Non-Collusion – The offeror guarantees the proposal is not a product of collusion with any other offeror and no effort has been made to fix the proposal price or any offeror or to fix any overhead, profit or cost estimate of any proposal price.
- G.** Award of Contract - The selection of the company will be made by a joint review team comprised of city employees and elected officials. Sandy City reserves the right to negotiate and hold discussions with prospective service providers as necessary, however, Sandy City may award this contract without discussion of proposals received from prospective service providers.
- H.** The selected company shall enter into a written agreement with Sandy City.
- I.** Sandy City reserves the right to cancel this Request for Proposal.
- J.** Sandy City reserves the right to reject any or all proposals received. Furthermore,
- K.** Sandy City shall have the right to waive any informality or technicality in proposals received, when in the best interest of Sandy City. Sandy City

reserves the right to segment or reduce the scope of services and enter contracts with more than one vendor.

- L. Pursuant to the Utah Government Records Access and Management Act (GRAMA), records will be considered public after the contract is awarded. If an offeror wishes to protect any records, a request for business confidentiality may be submitted to the Sandy City Records Office at the time of bid submission. The form can be accessed through the Recorder's webpage: <WEBSITE>.

XIII. GOVERNING INSTRUCTIONS

This RFP will constitute the governing document for submitting Proposals and will take precedent over any oral representations.